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RECOMMENDATION #1

The Director of Security should commend his personnel, including those in the domestic Field Offices for their excellence of performance, discipline under difficult circumstances, and devotion to duty. They should know also that the Security Office is effectively carrying out the Security programs and policies of the Agency.

ACTION

This recommendation was implemented by a memorandum of commendation to all members of the Security Office, issued 27 July 1954 by the Director of Security.


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RECOMMENDATION #2

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An accelerated program should be devised for completing the polygraph interviews of the [REDACTED] on-duty employees at Headquarters. This backlog of interviews should be completed by the end of October 1954.

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RECOMMENDATION #3

The Director of Security and appropriate representatives of DD/P should develop a mutually agreed-to procedure on the handling of operational clearances and prepare a Regulation binding on all components of the Clandestine Services and the Security Office.

SUPPLEMENTARY

The recommendation is made on pages 21 and 22 of the Survey Report that the Security Office must be kept informed as to actual use or change of use of operationally cleared persons. By inference, the agreement and Regulation called for should contain provisions to this effect.

ACTION

a. An agreement between the Deputy Director (Plans) and the Director of Security has been reached and formalized, which delineates the principles and procedures governing the issuance of operational approvals and covert security approvals. The agreement clearly places the responsibility for the issuance of operational approvals and covert security approvals whereby the former will rest with the Deputy Director (Plans) based upon recommendations of the Security Office, and the latter will rest with the Security Office. In addition, the agreement places responsibility for the assembly and analysis of all file material (including RI files) under the technical supervision of Staff "C". The material is to be furnished by the requesting division and will include information of investigative or security significance and information previously furnished by the subject concerning himself. Certification will be made in each case by the division chief that the material furnished is complete and accurate. In covert security clearance cases, RI files will be searched by Security Office representatives, with DD/P reserving the right to withhold sensitive operational material. Only in rare, complicated or sensitive cases of operational approvals will the Security Office in coordination with Staff "C" review RI material.

b. An implementing Clandestine Services Instruction has been issued by the Deputy Director (Plans) for Headquarters guidance, and an Agency Field Regulation has been developed and accepted by the Deputy Director (Plans) and the Director of Security. It is anticipated that the Field Regulation will be published by 7 March 1955.

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c. Specific provision is made in both the agreement and in the Field Regulation that the Security Office will be kept informed as to the use, and changes in the use of operationally cleared personnel.

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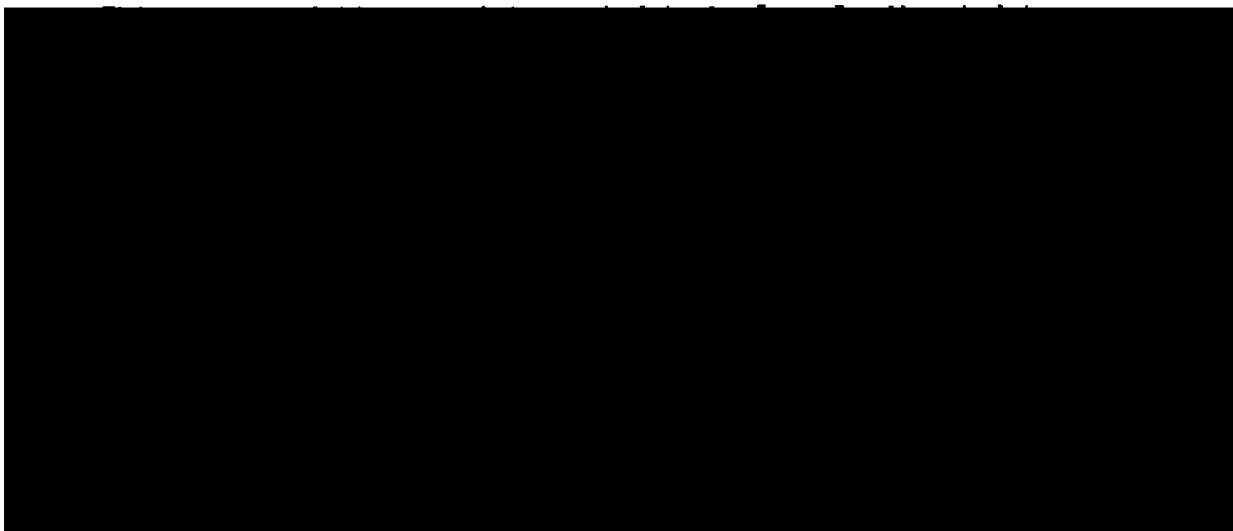
RECOMMENDATION #5

The Area Divisions in DD/P should be required to submit to the Security Office by 1 November 1954 the names of their covert operational employees and those engaging in proprietary operations not heretofore submitted so that proper investigations or clearances as appropriate can be made.

ACTION

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In addition, the recommendation for the furnishing of names was also interpreted to include all categories of individuals being used in a covert capacity whose cases have not been processed through the Security Office. This interpretation would include these individuals being used in a covert operational capacity. Working arrangements with the CI Staff and a full understanding of this matter exist, whereby any case discovered as not having been properly processed will be immediately referred to the Security Office for action.

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RECOMMENDATION #7

The Deputy Director (Administration) should personally review the status of the Agency's Safety Program, and take steps to insure that a program sufficient to meet the demands of the Agency is developed.

SUPPLEMENTARY

Underlying this recommendation the Survey on page 31 makes the following comments or recommendations:

- a. That CIA does not have a sufficiently developed safety program.
- b. That higher grades and additional positions are a prerequisite to a satisfactory program.
- c. That explosives and dangerous chemicals are stored improperly.
- d. That construction plans are not being adequately coordinated with the CIA Safety Office.

ACTION

The Security Office has submitted its over-all safety program to the Deputy Director (Support) for review and approval. A copy of the program is attached.

The Security Office has experienced difficulty in finding fully qualified and experienced safety men to fill the two safety officer slots presently available. One position has been filled continuously and the second position has only been filled temporarily for a few months. The incumbent of the second position has indicated he intends to leave soon.

In addition, an enlarged staff is believed necessary to carry out the full safety program.

Action has accordingly been initiated to analyze both the work load and the level of competence required in order to develop an adequate T/O. This will be completed in the near future.

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**SECRET**RECOMMENDATION #7 (Continued)

The tentative opinion of the Security Office is that an adequate T/O to carry out the Safety Program is as follows:

- 1 - Safety Officer, GS-14
- 1 - Assistant Safety Officer, GS-13
- 1 - Safety Inspector, GS-11
- 1 - Clerk-Stenographer, GS-5.

Action has been initiated by this office to have offices that utilize hazardous chemicals and explosives relocated in a more desirable location. Two reports originated by this office have been sent to the Chief, DD/P/TSS advising him that the relocation of TSS facilities in the South Building attic is essential to the welfare of Agency personnel.

Construction plans prepared by the Real Estate and Construction Division/IO and the General Services Administration are being coordinated with the CIA Safety Officer to the extent practicable because of the understaffing of the Safety Officer function.

As a matter of interest, the following statistics reflect the activity of the Safety Officer during the period of January 1954 through July 1954:

Fire and Safety Survey Reports	2
Special Safety Investigations	89
Floor loading decisions	46
Fire Drills (Buildings)	18
C.D. Evacuations (Air Raid Drill) (Buildings)	28
Inspections re Construction, Remodeling, Moving	15
Review of Emergency Evacuation Plans	8
Emergency Planning Conferences and Meetings	12
Safety Meetings	2

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ATTACHMENT TO RECOMMENDATION #7

CIA SAFETY PROGRAM

A basic CIA Safety Program would include the following:

1. A semi-annual inspection of all Agency buildings with a detailed report and corrective recommendations forwarded to the offices concerned.
2. Annual fire drills in all Agency buildings and a detailed report of findings and recommendations forwarded to the offices concerned.
3. Quarterly inspections of all Agency warehouses and detailed reports forwarded to the offices concerned.
4. Annual inspections of out-of-town installations and detailed reports forwarded to the offices concerned.
5. A review of plans and specifications for new construction prior to initiation of work.
6. The establishment of Area Safety Officers and a program of appropriate training for these Officers.
7. The review of all plans for the movement and relocation of safes, safe files, etc.
8. Attendance of the Safety Officer or his designee at meetings of the Federal Safety Council.
9. A periodic review of artificial lighting conditions and technical testing as necessary.
10. Technical tests in locations where gasoline operated equipment is used indoors.
11. Coordination with the CIA Emergency Planning Officer with respect to the safety and fire aspects of Agency evacuation plans.
12. The procuring and showing of appropriate films concerning safety and fire hazards.
13. The keeping and posting of statistical data for accident frequency rates, etc.

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ATTACHMENT TO RECOMMENDATION #7 (Continued)

14. An automotive safety program.
15. Attendance at Federal and National Safety Council Schools to gain knowledge of new developments.
16. The procuring of samples, where appropriate, of materials used within the Agency and arranging for tests to determine inflammability, toxicity, etc.
17. Periodic checks of machinery with respect to guards, grounding, eye protection, etc.
18. A current safety poster program.

The above represents a basic safety program for CIA and as experience develops, it is entirely probable that this program will be refined or additional items will be added.

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RECOMMENDATION #10

The Inspector General should conduct a specific review of the progress and degree of Agency-wide support and coordination of Project [REDACTED]

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ACTION

The representative of the Inspector General's Office has been fully briefed by the Chief of the Security Research Staff, Security Office, on the subject of [REDACTED] 25X1A2g

The Director of Security concurs in the recommendation of the Inspector General and suggests that such a review of Project [REDACTED] be made on an Agency-wide basis.

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RECOMMENDATION #11

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The Director of Security should review critically the justification for each of the [ ] Agency unlisted telephones and the [ ] badges and limited passes issued to non-CIA employees and determine the appropriate action to be taken.

SUPPLEMENTARY

It is inferred from this recommendation and the related text that the Inspector General is principally interested in assurance that the policies and controls underlying the use of unlisted telephones and the issuance of badges and passes to non-CIA employees are at an optimum level compatible with practical needs.

ACTION

A review has been made of the justification for each unlisted telephone and of each pass and badge issued to non-CIA employees. No action was considered necessary and the policies and controls in effect are 25X1A considered adequate and effective.

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RECOMMENDATION #13

The status of the Inspection Division should be changed from a division to a staff since it is not a line command function.

ACTION

This recommendation was implemented on 29 July 1954.

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RECOMMENDATION #14

The Physical Security Branch should be made a division and five additional people be added to the T/O.

ACTION

This recommendation has been tentatively and unofficially put into effect in anticipation of similar recommendations said to be contained in a study being completed by the Management Staff/DD(S). No decision will be made as to the number of additional personnel which may be needed until the manpower needs as reflected in the Management study have been formally authorized.

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RECOMMENDATION #16

Consideration be given to classifying the position of Chief, Alien Affairs Staff, at the same grade in existence or recommended for the other Security Office Staff Chiefs.

ACTION

This recommendation has been accomplished.

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RECOMMENDATION #17

The Security Office Career Service Board should select pertinent parts of its minutes for general dissemination to Headquarters and Field Offices and should devise a method for developing with all personnel of the office long-range career plans including timing, training, rotation, and promotion.

SUPPLEMENTARY

Subject recommendation is extremely sweeping in nature, in that it calls for a plan of action for developing long-range career plans including "timing, training, rotation and promotion of all personnel of the Security Office." A study of the actual Survey Report (pp. 9-10 and 38-39) supplements the above recommendation as follows:

- a. A more effective job should be done in keeping personnel of Field offices informed on Agency policies and practices.
- b. Personnel at Headquarters and in the Field have not been adequately informed of the Career Service Program and its practice (p. 9, paragraph 3).
- c. Evaluation reports are inadequate and are not being used in career planning (p. 9, paragraph 3).
- d. A Career Counseling Program should be developed at Field offices and be correlated with activities of the Security Office Career Board (p. 10, paragraph 6).
- e. An indoctrination and training program on a recurring cycle should be established for investigative personnel in the Field to cover the following:
  1. Agency policies and practices;
  2. Investigative techniques;
  3. Operational support techniques;
  4. Investigative report writing; and
  5. Operational and substantive intelligence briefings.

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RECOMMENDATION #17 (Continued) - page 2

ACTION

Up to the time of the Survey of the Inspector General, the Security Office Career Service Board had devoted itself almost exclusively to consideration of current promotion and rotation actions of Security career designees assigned to other components of the Agency. Plans have now been adopted whereby the Administrative Staff of the Security Office will ensure that the rotation and assignment preferences of all Security Office personnel assigned overseas will be obtained and brought to the attention of the Career Service Board in sufficient time for it to plan well in advance for the rotation of the employee concerned.

As rapidly as possible the Security Office Career Service Board will devote more and more attention to long-range career plans, including timing, training, rotation and promotion.

For the past several months, the Career Service Program has been discussed with Field office personnel at all conferences, and, in addition, it is discussed during the Security Office training courses. The Agency invitation to submit applications for membership in the Career Staff has been fully discussed in detail with Headquarters and Field personnel, setting forth the advantages to the individual.

It is believed that the desiderata of a Career Counseling Service are being accomplished in the quarterly conferences and visits of Headquarters officials to Field offices. In addition, special counseling interviews are held with all new personnel prior to their assignment.

Effective 15 March 1955, the new Agency fitness report will be completed on all Field personnel. It is considered that these fitness reports will, upon completion, provide the vehicle for evaluation of the individual, and will be utilized in career planning.

At recent quarterly conferences, and on other occasions when Headquarters security personnel visit Security Office Field Offices, the personnel of these offices are given special briefings on Agency policies and practices. There is presently a schedule in effect whereby the activities of different components of the Agency are included in the agenda of such briefings. Charts and appropriate material are being used for these briefings.

With an increased T/O ceiling, the giving of Security Office training courses has necessarily had to be concentrated on the training of new employees. It is contemplated that from time to time, refresher training courses will be given to appropriate personnel of the Security Office.

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RECOMMENDATION #18

A sterile Personnel Evaluation Report should be used by domestic Field Offices. This Report should meet the standards required by Agency regulations and become a part of the permanent personnel record of Field people.

ACTION

Effective 15 March 1955, the new Agency Fitness Report will be used on all Field personnel and a copy will be sent to the Director of Personnel for inclusion in basic personnel records.

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RECOMMENDATION #19

The Director of Security and other officials concerned should be commended on the soundness of the technical interview program.

ACTION

The Director of Security has received commendation from the Deputy Director (Support) and the Inspector General as a result of the subject Inspector General's Report.

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RECOMMENDATION #20

Appropriate action should be taken on suggestions made in the discussion section of this Report regarding certain personnel changes, administrative corrections and modifications in some operational practices which may be of benefit to the various supervisors and several of the Security Office components.

ACTION

The Survey Report was carefully studied and analyzed to isolate all significant supplementary recommendations or noted deficiencies. Wherever possible, such supplementary items have been added to a basic related recommendation and have been considered as part thereof in the action taken.

Items which could not easily be related to the formal recommendations have been set up separately as recommendations 20-a through 20-s.

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RECOMMENDATION #20-b

Observation is made on page 15 of the Report that an audit should be made to determine whether the position of Chief of the Operations Branch, Special Security Division should not be increased from grade GS-14 to GS-15.

ACTION

Appropriate action has been initiated to secure consideration of the proper grade level of the position of the Chief of the Operations Branch.

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RECOMMENDATION #20-1

On the subject of quarterly conferences, the Inspector General recommends that the quarterly Field conferences should devote more time to general CIA activities and developments.

ACTION

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Steps have been taken to carry out this recommendation. The Deputy Director of Security and the Chief, Special Security Division, have put the recommendation into effect at recent conferences in [REDACTED]  
[REDACTED]

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RECOMMENDATION #20-p

Page 37 of the Survey Report states that overseas surveys listed in the schedule for inspection in FY 1955 should only be done after coordination with the Inspector General.

ACTION

The Director of Security concurs. Any inspections conducted overseas by the Inspection Staff will, as a routine matter, be coordinated with the Inspector General.

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RECOMMENDATION #20-g

Page 43, paragraph 6, recommends that the Security Control Staff be established as the focal point for all clearances in connection with the External Training Program of the Office of Training.

ACTION

It is believed that this recommendation has been carried out in principle but not as specified.

The Employee Activity Branch of the Security Division, as successor to certain responsibilities of the Security Control Staff, is now the focal point within the Security Office for all clearances in connection with the External Training Program of the Office of Training. As a matter of information, representatives of the Security Office met with representatives of the Office of Training and it was agreed that the latter office would present its cover problems directly to the Central Cover Division, DD/P. With respect to security surveys of external training facilities, the Employee Activity Branch acts as the coordinator in the making of such inspections by the Inspection Staff of the Security Office.

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